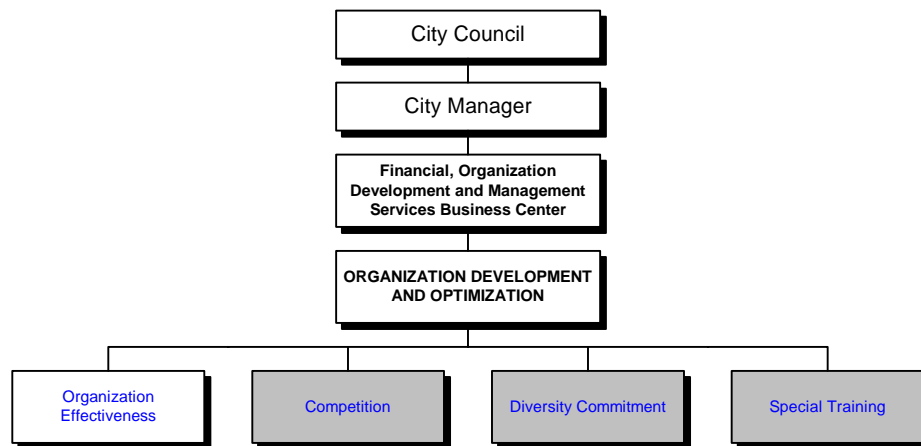


Organization Development & Optimization

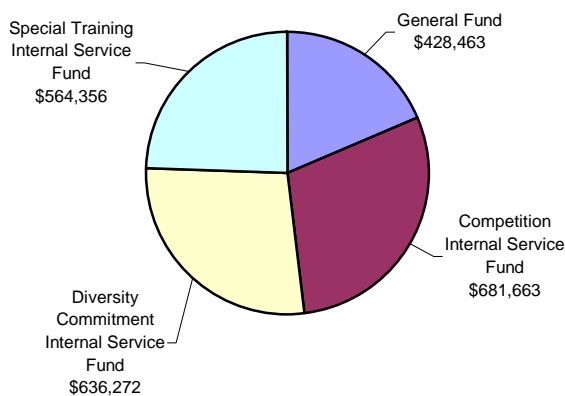
mission statement

Provide state-of-the-art organization development and performance management consulting services, management development programs and training that assist City departments to increase productivity, improve employee job satisfaction, enhance services to citizens and consumers and improve cost effectiveness.

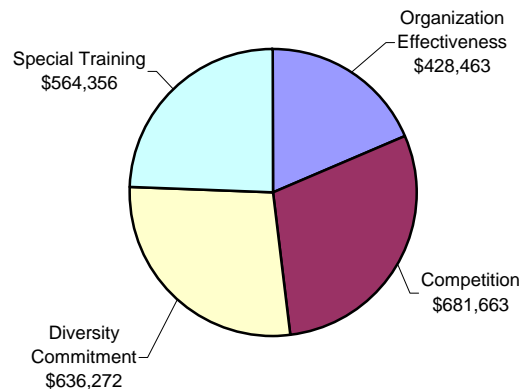
web address: <http://www.ci.san-diego.ca.us/>



source of funding



allocation of funding



Organization Development & Optimization

organization development & optimization department summary			
	FY 1999 ACTUAL	FY 2000 BUDGET	FY 2001 PROPOSED
Positions	22.67	20.27	22.27
Personnel Expense	\$ 1,251,416	\$ 1,420,421	\$ 1,684,973
Non-Personnel Expense	972,673	603,236	625,781
TOTAL	\$ 2,224,089	\$ 2,023,657	\$ 2,310,754

Diversity Commitment has developed an education platform for delivering periodic Cultural Awareness Forums to be offered to employees and management throughout the year.

department staffing

GENERAL FUND

Total Organization Effectiveness

FY 1999
ACTUAL

FY 2000
BUDGET

FY 2001
PROPOSED

6.59

4.61

4.61

ORGANIZATION DEVELOPMENT INTERNAL SERVICE FUNDS

Competition

10.54

7.56

7.56

Diversity Commitment

3.50

4.56

5.06

Special Training

2.04

3.54

5.04

TOTAL

16.08

15.66

17.66

department expenditures

GENERAL FUND

Total Organization Effectiveness

\$ 737,745

\$ 405,972

\$ 428,463

ORGANIZATION DEVELOPMENT INTERNAL SERVICE FUNDS

Competition

\$ 681,355

\$ 633,073

\$ 681,663

Diversity Commitment

601,169

583,968

636,272

Special Training

203,820

400,644

564,356

TOTAL

\$ 1,486,344

\$ 1,617,685

\$ 1,882,291

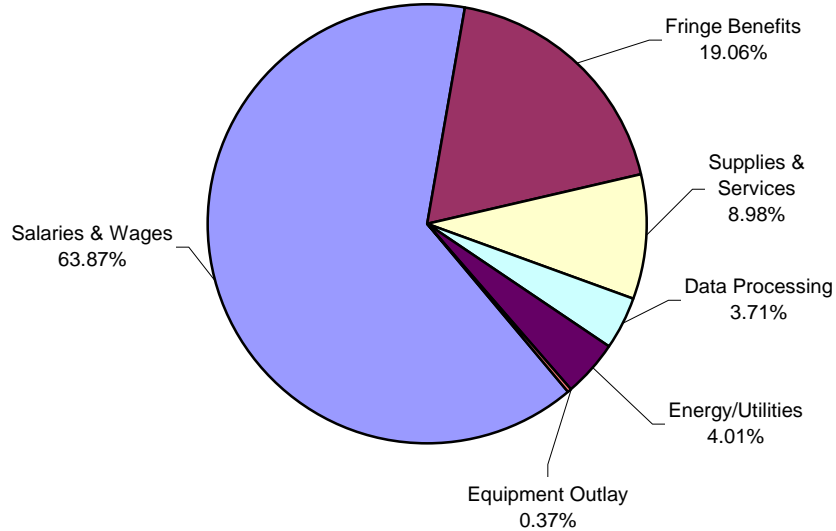
Organization Development & Optimization

General Fund - 100

expenditures by category

	FY 1999 ACTUAL	FY 2000 BUDGET	FY 2001 PROPOSED
PERSONNEL			
Salaries & Wages	\$ 502,455	\$ 255,458	\$ 273,674
Fringe Benefits	155,153	77,161	81,663
SUBTOTAL PERSONNEL	\$ 657,608	\$ 332,619	\$ 355,337
NON-PERSONNEL			
Supplies & Services	\$ 30,291	\$ 38,983	\$ 38,480
Data Processing	35,004	14,593	15,905
Energy/Utilities	14,842	18,213	17,177
Equipment Outlay	-	1,564	1,564
SUBTOTAL NON-PERSONNEL	\$ 80,137	\$ 73,353	\$ 73,126
TOTAL	\$ 737,745	\$ 405,972	\$ 428,463

FY 2001



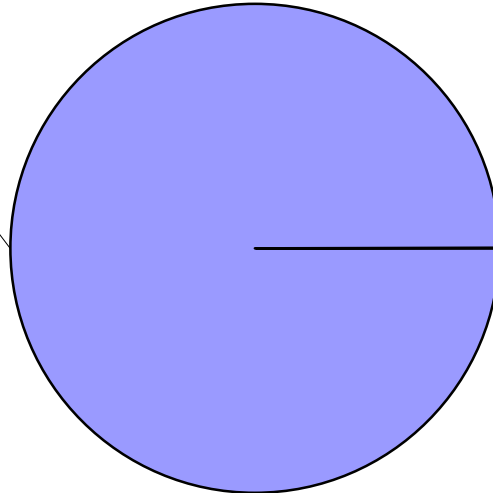
Organization Development & Optimization

General Fund - 100

revenue generated by category

		FY 1999 ACTUAL		FY 2000 BUDGET		FY 2001 PROPOSED
Transfers from Other Funds	\$	266,249	\$	30,000	\$	30,000
TOTAL	\$	266,249	\$	30,000	\$	30,000

Transfers from
Other Funds
100.00%



Organization Development & Optimization

Organization Effectiveness

significant budget adjustments

	POSITIONS	COST
Personnel expense adjustments ⁽¹⁾	0.00	\$23,000

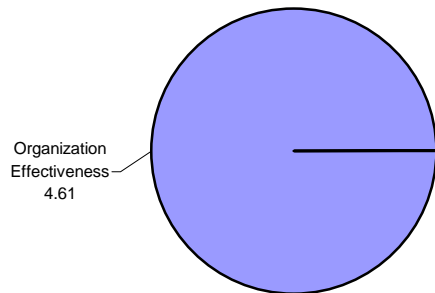
⁽¹⁾ Adjustments to reflect the annualization of the Fiscal Year 2000 salary increases, Fiscal Year 2001 negotiated salary increases, average salaries and fringe benefits.

Organization Development & Optimization

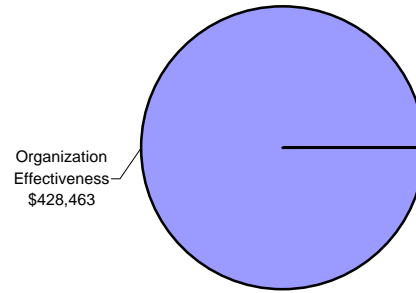
Organization Effectiveness

division allocation

allocation of positions



allocation of funding



performance measures

organization effectiveness

Short Term Service Requests

To respond to and complete at least 125 short-term requests for service (such as unclassified coaching, skill development, interventions, community meeting facilitation and survey development) that result in successful assistance on organizational issues and increased awareness and skills of City employees.

	FY 1998 Actual	FY 1999 Actual	FY 2000 Budget	FY 2001 Proposed ⁽¹⁾
Input				
	\$166,978	\$213,040	\$110,586	\$89,392
Output				
# of consultations, training sessions and interventions	158	192	140	125
Internal Outcome				
\$ in direct cost savings (as compared to external consultants) and cost avoidance per year	\$2,610,000	\$1,842,000	\$2,000,000	\$500,000
External Outcome				
% of satisfied customers	80%	85%	85%	85%
Efficiency				
Average cost per consultation	\$1,057	\$1,110	\$790	\$715

⁽¹⁾ Fiscal Year 2001 performance data reflects the reallocation of resources due to restructuring and a change in the data collection methodology from prior years.

Organization Development & Optimization

Organization Effectiveness

description and salary schedule

organization effectiveness

The Organization Effectiveness Program (OEP) assists in developing and implementing long and short-term Citywide, department and division-wide change. The expected results of the change efforts are cost savings, maximized productivity and increased employee and customer satisfaction. Activities include: change management, customer and employee surveys, strategic planning, management and executive coaching; team building, job analysis, benchmarking, process improvement techniques; and customized training to increase work-related knowledge, skills and abilities.

CLASS NUMBER	POSITION TITLE	POSITION YEARS		SALARIES AND WAGES	
		FY 2000	FY 2001	CLASS	TOTAL
1107	Administrative Aide II	0.40	0.40	\$ 42,493	\$ 16,997
1218	Associate Management Analyst	0.15	0.15	54,267	8,140
1612	Org Effectiveness Spec III	0.00	1.00	58,904	58,904
1614	Org Effectiveness Spec II	1.00	0.00	-	-
1615	Org Effectiveness Supervisor	1.00	1.00	66,622	66,622
1746	Word Processing Operator	1.00	1.00	31,157	31,157
1876	Executive Secretary	0.03	0.03	43,585	1,308
2153	Deputy City Manager	0.03	0.03	135,386	4,062
2248	Org Effectiveness Program Mgr	1.00	1.00	86,484	86,484
TOTAL		4.61	4.61	\$	273,674

Organization Development & Optimization

General Fund - 100

five-year revenue and expenditure forecast

	FY 2001 PROPOSED	FY 2002 FORECAST	FY 2003 FORECAST	FY 2004 FORECAST	FY 2005 FORECAST
Positions	4.61	4.61	4.61	4.61	4.61
Personnel Expense	\$ 355,337	\$ 365,997	\$ 376,977	\$ 388,286	\$ 399,935
Non-Personnel Expense	73,126	75,320	77,579	79,907	82,304
TOTAL EXPENDITURES	\$ 428,463	\$ 441,317	\$ 454,556	\$ 468,193	\$ 482,239
TOTAL REVENUE	\$ 30,000	\$ 30,900	\$ 31,827	\$ 32,782	\$ 33,765

A 3% inflation rate has been applied to the Fiscal Year 2002 – Fiscal Year 2005 expenses and revenue.

Fiscal Year 2002 – Fiscal Year 2005

No major projected requirements.

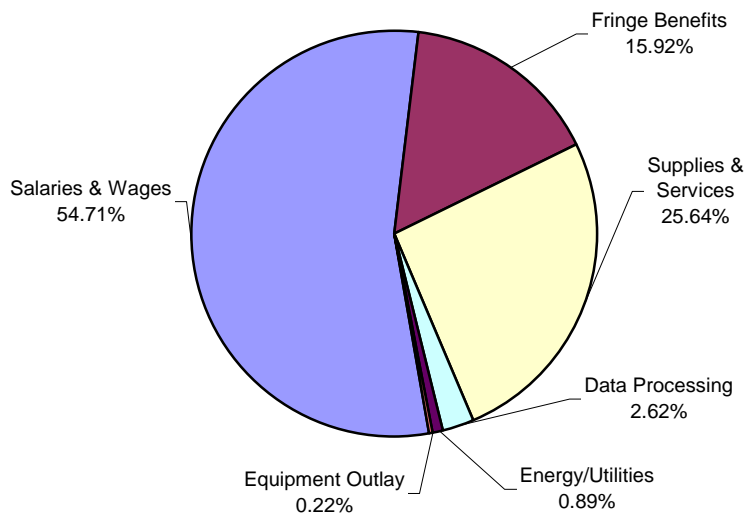
Organization Development & Optimization

Organization Development Internal Service Funds – 50062, 50065, 50067

expenditures by category

	FY 1999 ACTUAL	FY 2000 BUDGET	FY 2001 PROPOSED
PERSONNEL			
Salaries & Wages	\$ 454,151	\$ 838,022	\$ 1,029,892
Fringe Benefits	139,657	249,780	299,744
SUBTOTAL PERSONNEL	\$ 593,808	\$ 1,087,802	\$ 1,329,636
NON-PERSONNEL			
Supplies & Services	\$ 839,312	\$ 461,593	\$ 482,630
Data Processing	36,161	48,143	49,243
Energy/Utilities	16,729	16,047	16,682
Equipment Outlay	334	4,100	4,100
SUBTOTAL NON-PERSONNEL	\$ 892,536	\$ 529,883	\$ 552,655
TOTAL	\$ 1,486,344	\$ 1,617,685	\$ 1,882,291

FY 2001



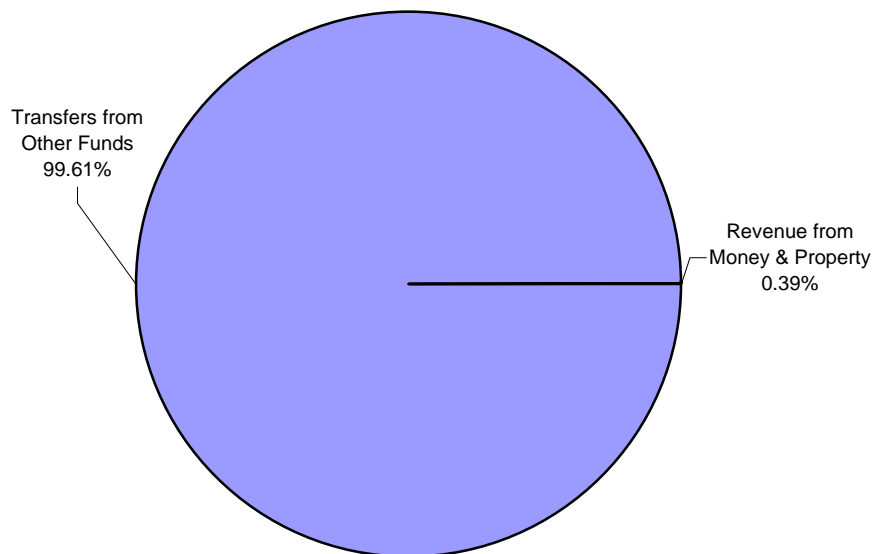
Organization Development & Optimization

Organization Development Internal Service Funds – 50062, 50065, 50067

revenue generated by category

	FY 1999 ACTUAL	FY 2000 BUDGET	FY 2001 PROPOSED
Revenue from Money & Property	\$ 13,538	\$ 15,000	\$ 7,000
Other Revenues	501	-	-
Transfers from Other Funds	1,467,083	1,578,312	1,798,496
TOTAL	\$ 1,481,122	\$ 1,593,312	\$ 1,805,496

The Competition Program has facilitated the reengineering of 18 City services. Data reported through Fiscal Year 1999 reflects cumulative cost savings, efficiencies and onetime reductions resulting from these efforts at \$44 million, equivalent to a payback of \$17 for each \$1 invested into the program.



Organization Development & Optimization

Organization Development Internal Service Funds

significant budget adjustments

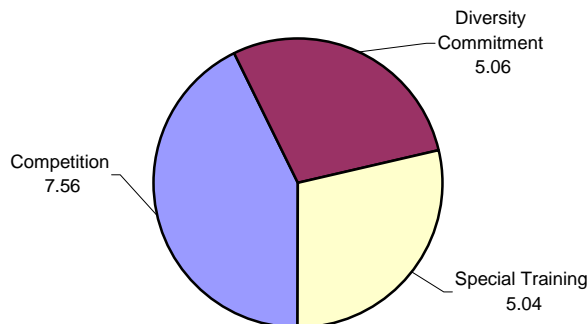
		POSITIONS	COST
By conducting citizen satisfaction and service priority ranking surveys and providing ongoing performance monitoring of City business units, the Competition Program insures that attention is given to the provision of public services that are most desired by the citizens of San Diego in order to achieve enhanced customer satisfaction, and efficient and effective delivery of public services.	Personnel expense adjustments ⁽¹⁾	0.00	\$95,000
	Staffing and support for Employee Development Program ⁽²⁾	1.00	\$120,000
	Staffing for Career Development Program ⁽²⁾	0.50	\$24,000
	Staffing for Diversity Program ⁽²⁾	0.50	\$24,000
	Automated support for department and Citywide information systems	0.00	\$1,000
	Support for Citywide information and communication technologies	0.00	\$1,000
	Supplies and services	0.00	(\$1,000)
⁽¹⁾ Adjustments to reflect the annualization of the Fiscal Year 2000 salary increases, Fiscal Year 2001 negotiated salary increases, average salaries and fringe benefits.			
⁽²⁾ Partially Reimbursable.			

Organization Development & Optimization

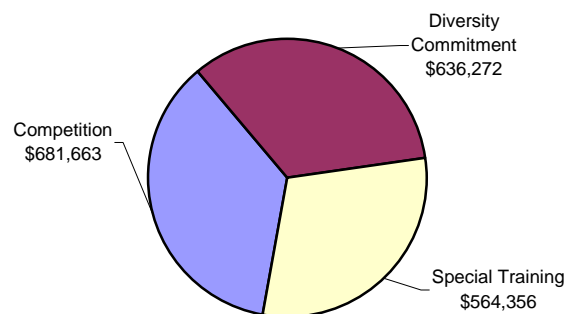
Organization Development Internal Service Funds

division allocation

allocation of positions



allocation of funding



performance measures

competition

Reengineering and Performance Management

To facilitate completion of assigned reengineering and performance management projects by business unit staff to the satisfaction of the oversight committees and the City Manager's Office.

	FY 1998 Actual	FY 1999 Actual	FY 2000 Budget	FY 2001 Proposed
Input				
	\$412,780	\$596,027	\$538,994	\$541,969
Output				
# of reengineering and performance management projects	5	4	4	5
Internal Outcome				
% of business unit employees that participate in the reengineering/performance management process	95%	95%	95%	95%
External Outcome				
Ratio of efficiency improvements' value to Competition Program costs	15 to 1	17 to 1	19 to 1	20 to 1
Efficiency				
Average cost per reengineering / performance management project	\$82,556	\$149,007 ⁽¹⁾	\$134,748 ⁽¹⁾	\$108,394 ⁽¹⁾

⁽¹⁾ Figures reflect consolidation of Citywide activities.

Organization Development & Optimization

Organization Development Internal Service Funds

performance measures

diversity commitment

Diversity Education

To educate 3,400 employees to increase their knowledge of diversity concepts based on the Diversity Strategic Plan.

	FY 1998 Actual	FY 1999 Actual	FY 2000 Budget	FY 2001 Proposed
Input				
	\$255,150	\$272,732	\$253,843	\$278,169
Output				
# of Diversity Education participants	2,835	2,875	3,200	3,400
Internal Outcome				
# of Diversity Education sessions	75	60	80	100
External Outcome				
% of participants who enhanced their learning through Diversity Commitment Program based on survey results	90%	90%	90%	90%
Efficiency				
Average cost per participant	\$90	\$95	\$79	\$82

diversity commitment

Facilitation/Consultation

To facilitate and consult with four department and/or division committees per month on the implementation of the Diversity Commitment based upon the Diversity Strategic Plan.

	FY 1998 Actual	FY 1999 Actual	FY 2000 Budget	FY 2001 Proposed
Input				
	\$88,158	\$105,999	\$101,537	\$105,836
Output				
# of facilitation and consultation sessions with committees	42	48	48	48
Internal Outcome				
% of staff performing in accordance with standards of consultants	90%	90%	90%	90%
External Outcome				
% satisfied with Diversity facilitation and consultation services	90%	90%	90%	90%
Efficiency				
Average cost per facilitation and consultation	\$2,099	\$2,208	\$2,115	\$2,205

Organization Development & Optimization

Organization Development Internal Service Funds

performance measures

special training

Training, Development and Delivery

To provide 37 training sessions that result in increased awareness and skill development of City employees, including six sessions of Academy 2000, ten sessions of Dimensions in Discipline, ten sessions of Rewards Training, eight sessions of Employees First and three sessions of Office Professional Academy, so that at least 90% of participants report satisfaction.

	FY 1998 Actual	FY 1999 Actual	FY 2000 Budget	FY 2001 Proposed
Input				
	\$183,585	\$150,186	\$172,469	\$179,022
Output				
# of training sessions	32	28	38	37
Internal Outcome				
% of participants who indicate that training, facilitation and course materials enhanced learning	96%	93%	80%	90%
External Outcome				
% of clients reporting satisfaction	97%	96%	90%	90%
Efficiency				
Average cost per training session	\$5,737	\$5,364	\$4,539	\$4,838

Organization Development & Optimization

Organization Development Internal Service Funds

description and salary schedule

competition

The Competition Program serves as an internal management consultant to City departments providing professional services in the areas of reengineering, optimization, process improvement and performance management. The Program also administers the City's Resident Satisfaction and Service Priority Ranking Surveys.

CLASS NUMBER	POSITION TITLE	POSITION YEARS		SALARIES AND WAGES	
		FY 2000	FY 2001	CLASS	TOTAL
1100	Accountant III	0.50	0.50	\$ 60,863	\$ 30,432
1106	Senior Management Analyst	1.00	1.00	61,068	61,068
1182	Admin Services Manager	1.00	1.00	80,447	80,447
1218	Associate Management Analyst	2.00	2.00	54,267	108,535
1535	Clerical Assistant II	1.00	1.00	29,696	29,696
1614	Org Effectiveness Spec II	1.00	1.00	54,867	54,867
1876	Executive Secretary	0.03	0.03	43,585	1,308
2153	Deputy City Manager	0.03	0.03	135,386	4,062
2270	Program Manager	1.00	1.00	93,126	93,126
	TOTAL	7.56	7.56		\$ 463,540

diversity commitment

The Diversity Commitment Program provides short and long-range strategic direction for the City's Diversity Commitment and it manages and directs the activities for new programs such as the Cultural Awareness Forums, Community Education, Diversity Distinction Awards and Summerfest. The Diversity Education function develops and conducts four-day, two-day, one-day and half-day educational sessions. Topics include but are not limited to Introduction to Diversity, Sexual Harassment and Attraction, A Look at Prejudice, Social Oppression as a System, Differences in Male and Female Communication Styles, Adding Behaviors to the City Norms and Values and Styles of Listening and Responding. The Facilitation and Consultation function advises City departments, committees, or groups on diversity strategic planning.

CLASS NUMBER	POSITION TITLE	POSITION YEARS		SALARIES AND WAGES	
		FY 2000	FY 2001	CLASS	TOTAL
1105	Administrative Aide I	0.00	1.00	\$ 37,259	\$ 37,259
1218	Associate Management Analyst	1.00	1.00	54,267	54,267
1614	Org Effectiveness Spec II	2.00	2.00	54,867	109,734
1746	Word Processing Operator	0.50	0.00	-	-
1876	Executive Secretary	0.03	0.03	43,585	1,308
2153	Deputy City Manager	0.03	0.03	135,386	4,062
2270	Program Manager	1.00	1.00	80,095	80,095
	TOTAL	4.56	5.06		\$ 286,724

Organization Development & Optimization

Organization Development Internal Service Funds

description and salary schedule

special training

Special Training consists of academy courses, training classes and career management. This training results in increased knowledge of best practices in management and supervision. The Employee Development Program provides coordination between representatives from the City Attorney's Office, Equal Employment Investigations Office (EEIO) and several operating departments, as well as City department managers, to create Citywide EEO complaint, reporting, tracking and resolution procedures, including the development of EEO processes and protocols across departments. The program is also responsible for developing and implementing a comprehensive EEO training program for employees at all levels of the organization. In addition, a Career Development Program is available to provide programs and services to employees at all levels in the organization to assist them in career management.

CLASS NUMBER	POSITION TITLE	POSITION YEARS		SALARIES AND WAGES	
		FY 2000	FY 2001	CLASS	TOTAL
1105	Administrative Aide I	0.00	1.00	\$ 37,260	\$ 37,260
1614	Org Effectiveness Spec II	1.00	1.00	54,867	54,867
1746	Word Processing Operator	1.50	1.00	31,157	31,157
1876	Executive Secretary	0.02	0.02	43,585	872
2153	Deputy City Manager	0.02	0.02	135,386	2,708
2270	Program Manager	1.00	2.00	76,383	152,765
TOTAL		3.54	5.04	\$	279,628

Organization Development & Optimization

Organization Development Internal Service Funds – 50062, 50065, 50067

five-year revenue and expenditure forecast

	FY 2001 PROPOSED⁽¹⁾	FY 2002 FORECAST	FY 2003 FORECAST	FY 2004 FORECAST	FY 2005 FORECAST
Positions	17.66	17.66	17.66	17.66	17.66
Personnel Expense	\$ 1,329,636	\$ 1,369,525	\$ 1,410,611	\$ 1,452,929	\$ 1,496,517
Non-Personnel Expense	552,655	629,235	588,112	605,755	688,928
TOTAL EXPENDITURES	\$ 1,882,291	\$ 1,998,760	\$ 1,998,723	\$ 2,058,684	\$ 2,185,445
TOTAL REVENUE	\$ 1,805,496	\$ 1,998,760	\$ 1,998,723	\$ 2,058,684	\$ 2,185,445

A 3% inflation rate has been applied to the Fiscal Year 2002 – Fiscal Year 2005 expenses.

⁽¹⁾ Prior year fund balances will be utilized to cover Fiscal Year 2001 expenditure levels.

Fiscal Year 2002

An increase of \$60,000 for the Service Priority Ranking Survey (which is performed every three years) will be required.

Fiscal Year 2003

A reduction of \$60,000 in onetime expenses is projected for the Service Priority Ranking Survey.

Fiscal Year 2004

No major projected requirements.

Fiscal Year 2005

An increase of \$65,000 for the Service Priority Ranking Survey (which is performed every three years) will be required.

